US Army Corps of Engineers ®
Huntsville Center

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BULLETIN

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2001 External Customer Survey results - customer satisfaction high

by Sandra McAnally, Chairman, Survey Committee

The customer satisfaction results for fiscal year 2001 are in. All ratings for the 20-question survey are significantly higher than prior years. In fact, the ratings are a tremendous improvement over the results of the first survey in 1995. On a five-point scale, Huntsville Center's overall score for customers and stakeholders is 4.51.

The key indicators contributing to these higher scores include: the initiative to maintain open communication with customers and to emphasize to them their importance on the project team; the increased efficiency and flexibility; and the timely delivery of quality products and services. With all of these key indicators moving in the right direction, it is not a surprise that every survey question scored higher this year than any year since the survey's inception.

The total number of customers and stakeholders from the five product lines is 338. One hundred forty-nine respondents, or 44 percent, evaluated our performance electronically through the Internet. Customers and stakeholders included both government and non-government agencies, and consisted of respondents from senior management, program management and project engineer levels.

"Good working relationships with our customers and stakeholders are essential. One of the toughest challenges we face in the Corps of Engineers is how to best serve our customers. During the past year I have emphasized the need to focus on customer communication and to support all our partners in carrying out their mission. The results of this year's survey affirm that our efforts this past year were successful. I applaud those who are taking the initiative to foster more open lines of communication by soliciting and listening to your customer's opinions and needs."

- Col. Harry Spear

Highlights of External Customer Survey

- Huntsville Center released its first interactive survey by e-mail this year. Each customer responded to the survey via a unique web address. The interactive format reduced response time and enabled customers to share their opinions more openly. There was a 100 percent increase in the number of comments.
- All three key performance elements increased: quality rated 4.5 – up from 4.25 last year; responsiveness rated 4.6, up from 4.2 last year; and cost rated 4.3, up from 4.0 last year.
- Ratings from other Corps organizations gauge Huntsville Center's relationships within USACE organizations and their satisfaction with the teaming support provided. This year's result of 4.49 exceeded the goal and was an improvement over last year's results of 4.12.
- All customer level scores, Command, Program and Project, showed

(See Survey, page 6)

Innovative Team at Newport Chemical Depot saves over two million dollars

by Jim Davis, Admin Support, Newport Chemical Depot

The Newport Chemical Disposal Facility (NECDF) site office has implemented a program to stimulate innovative ideas and improvements that generate savings to the government. The "Million Dollar Club" was recently established to recognize individuals or teams whose ideas, when implemented, will save the government one million dollars or more. Robert Schanke and Bob McCurry, Huntsville employees of the NECDF site resident office, working as members of a multi-agency team were among the first to become members of the "Million Dollar Club." They developed a plan that will save the government approximately $2.6 million dollars. The potential savings was generated as a result of an innovative idea to use a conventional radio system instead of the state-of- the-art digital, UHF, trunked system that was part of an earlier design.

The NECDF is required by regulation to have a radio communications system. Earlier proposed versions of the design for this system would cost 1.1 million dollars to design and procure. The radio system is a redundant system since the NECDF would have both a site wide intercom and a telephone communications system. The most significant use of the support radio system is during a drill, exercise, or emergency response condition. The Newport Chemical Depot and teaming contractors Mason and Hangers, are the primary response support for these operations. They would not be able to communicate with the NECDF as the system was originally designed. It would cost an additional 1.8 million to outfit the Newport Depot and Emergency Response Personnel with compatible radios. Sources at the depot regarded it as highly unlikely that the depot could gain funding for this upgrade. Additionally, the depot radios operate on a wide band frequency license that may not be allowed by the year 2008.

A Support Radio Working Group was assembled that consisted of Robert Schanke and Bob McCurry from the Corps of Engineers; Tom Lamb, Parsons Security Officer; Maj. Chris Isaacson, Depot Commander; Randy Belstra, Depot Security Officer, and Stan Sinclair, Senior Engineer from Mason and Hanger. Bob Phillips, Project Safety Engineer from Program Manager for Alternate Technologies, chaired the group. The group held a series of meetings and teleconferences to find a solution. "The spirit of teamwork shown by this diverse group illustrated the true meaning of partnering," stated Phillips.

Spending 2.9 million dollars to get everyone on the same trunked system was a potential option. However, during discussions, the team asked itself, "Why do we need a trunked system?" Trunked systems are elaborate computer controlled systems designed to get the most radio traffic from the lowest allocation of frequencies. When this question was further explored, the answer from the frequency allocation command at Fort Sam Houston was that frequencies were not a problem in Newport, Ind. Basically, "how many frequencies do you want?" was the answer. The decision was then made to look into the low tech but effective solution of going with a conventional system. A VHF system close to the existing frequencies was a viable recommendation. This would be much cheaper, and allow the radios to be programmed with both sets of frequencies, and share a channel during joint response events.

A rough estimate for implementing the idea from the working group is approximately $300,000, which will result in a savings of over 2.6 million dollars from the estimate of buying the trunked system for everyone. "Cost savings like these are clearly in keeping with the goals and objectives of this project," stated Chuck Galloway, NECDF Site Project Manger. All members of the project team were awarded Special Act or Service Awards for the potential savings.

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Emerging Leaders Conference presents challenge, opportunity

by Kim Gillespie, Public Affairs

The Emerging Leaders Conference cannot be described by one simple definition. It is a conference that is devoted to developing leadership within the Corps of Engineers, which encompasses a range of subjects from the personal to the professional. It is certainly not limited to a certain age group (the group at this year's conference, held Aug. 3-10, included 35 employees with more than a 20-year age span). And it is not limited to engineers or technical disciplines (I was one of three public affairs specialists at this year's conference).

There are certain requirements, however. Those selected to attend the conference must be willing to put forth their best effort, both in their submission package and at the conference. Each Corps organization receives one ELC space, and additional spaces are provided based on Corps-wide competition. While I was not my organization's first selection, I was one of two alternates forwarded to the Corps-wide pool and I was lucky enough to be selected.

I wasn't sure what to expect from a conference that requires attendance from one Friday to the next. But the ELC uses the weekend to prepare its attendees for merger into the Senior Leader's Conference that begins on Monday. Once our group arrived on Friday afternoon, we were assigned to smaller six or seven person teams. The teams met immediately, and we discussed what we expected from the conference and from our team.

Our team seemed to agree that we were there in hopes of improving our leadership skills, and to help better the Corps organization as a whole. Even at our first meeting, the team I was on discussed why we were put together. Two things seemed to stand out to us: 1) our team consisted of two engineers, two biologists and two public affairs specialists, and 2) everyone in our group liked to travel. Ahh…little did we know… At the end of our "team time" we learned that we were assigned to teams based upon which part of our brain we predominantly use to process information and our team was the oddball team! We were the only team to have "thinkers" from each of the four quadrants rather than the same quadrant! We were told that our team would either adapt to each of the other individual's thinking and leadership styles and work together…or explode into a total failure! We like to think we accomplished the former, but there was some rough going…

That first evening kicked off with a dinner and a social that quickly evolved into…work! We split into teams and were given some materials and an assignment to make a product and create a commercial that would sell the product. These would be presented in front of the other groups. The result: our team created the ONLY non-work related product and we most certainly came in last place! I think our only question at the end of the evening was, "Do we throw this in the garbage or do they?" But this was a learning experience and what drive we lacked in the first competition, we certainly made up for in the next—we won the scavenger hunt the following evening!

Emerging Leaders conference participants on the pier in Chicago, Ill.

These team competitions were fun, but they were also designed to bring out personal characteristics and leadership skills. These "challenges" usually marked a day of activities that assessed various test skills, feedback from our supervisors and co-workers, and constructive activities. We also were required to keep a daily journal to record and analyze our responses to each day's activities. And all of it was designed with one goal in mind—to prepare us for a larger test at the Senior Leaders Conference!

(see Leaders, page 6)

OE Innovative Technology Team leaves process improvement trail

by Betty Neff, Quality Coordinator

Always one step ahead of the trend to do more with less, Huntsville Center's Ordnance and Explosives (OE) Innovative Technology Team has left a trail of process improvements resulting in a 50 percent cost and schedule reduction for ordnance cleanup since 1994. What's more, the team implemented those technological improvements without a research and development (R&D) mission, authority, or budget. Rather, they partnered successfully with the R&D community to apply existing technologies in innovative ways—perhaps an innovation in itself.

In June 1994, the former Innovative Technology Advocate, John Potter, led his team in developing an innovative technology plan, which first mapped the process of finding, removing, and disposing of unexploded ordnance. The key to improvements, the team discovered, was to focus on the ordnance detection process, which drove cost, schedule, and quality—first because dangerous unexploded ordnance (UXO) was largely hidden underground, and next because detection methods were primitive and labor intensive and the tools unsophisticated.

Traditionally, methods for locating buried ordnance depended on UXO technicians equipped with hand-held metal detectors, usually magnetometers. UXO technicians walked lanes in 100-by-100-foot grids, sweeping their magnetometers from side to side and placing a small flag in the ground wherever the magnetometer suggested an ordnance item might be located. That process is often referred to as "mag and flag." Mag and flag effectiveness varies widely, depending on specific site conditions, ordnance size and depth, the instrument used, and the experience of the UXO technician.

Under the mag and flag process, a UXO technician decides to place a flag based on a signal from a single magnotometer. All flags are equal. There is no information other than location. Therefore, all places marked by flags are excavated.

Mag and flag requires excavating more than 100 pieces of scrape for every piece of UXO, according to the results of the 1994 Jefferson Proving Ground (JPG) Advanced Technology Demonstration Phase I. Furthermore, mag and flag does not provide a permanent record of subsurface conditions and results are not often reproducible.

If the process for finding ordnance could be improved, the returns would be significant. Improvement, however, depended on technological solutions. That's why the Innovative Technology Team turned to the R&D community to find technology tools with the most potential for payback.

In 1994, NASA's Jet Proplusion Lab (JPL) assessed over thirty state-of-the-art and emerging technologies for OE detection and location, surveying more than one hundred sensor technology products and services that could be brought to bear on the ordnance problem. The key to reducing false alarm rates and increasing detection rates, JPL predicted, would be marrying state-of-the-art detection technologies with data analysis models already developed by DOD, while adapting emerging sensor technologies to support data analysis.

For proof of concept evaluation, the Innovative Technology Team helped support three important advanced OE technology demonstrations at Jefferson Proving Ground in 1994, 1996, and 1997. Through those demonstrations, JPL's prediction proved correct. Digital geophysical mapping (DGM) emerged as the breakthrough technology for ordnance detection because DGM's advanced analysis combines geophysical data to produce a three-dimensional map of underground anomalies, boosting detection capabilities beyond state-of-the-art production results. Capitalizing on high sensitivity sensors, noise reduction techniques, and advanced data analysis, DGM prove out resulted in 70-90 percent detection rate for systems with single detection instruments, and 95 percent for systems

(see OE Team, page 8)

Huntsville Center employee selected for prestigious Senior Executive Fellows Program

by Jean Pavlov, Public Affairs

"For senior executives, effectiveness is determined not just by what they know, but by their ability to integrate and act on what they know." -Professor Herman "Dutch" Leonard, Faculty Chair, Senior Executive Program

Houston Townsend, Chief, Chem Demil Contracting Team, has been selected by the Army to attend the Senior Executive Fellows Program at Harvard University's John F. Kennedy School of Government.

The Senior Executive Fellows Program is made available by the Defense Acquisition Workforce Improvement Act (DAWIA), which was signed into law in late 1990. The law required the Department of Defense to establish education and training standards, requirements, and courses for the civilian and military acquisition workforce. It's intent was to improve overall management and development of the civilian and military acquisition workforce.

"The program is one of several leadership career development opportunities at various colleges, universities and institutes available to military and civilian members of the Army Acquisition Corps at grades GS-14/ Lt. Col. or above," said Jim Reynolds, Director of Contracting. "You apply and are competitively selected."

Back in 2000, when the request for candidates went out government-wide, Townsend applied for this course, with Reynolds' encouragement. The Army board for the program selected him. "Then," said Townsend, "was when it really got interesting." After being selected for this program by the Army board, he had to apply for admission to Harvard University. "The number of forms to fill out, letters of recommendation, and letters back and forth and general paperwork was substantial," said Townsend. " By the time this was accomplished, it was a year later. I wasn't sure I would get to attend. There was a lot of time spent on this." Townsend will be attending the school from Oct 22 - Nov 16.

The academic curriculum, centered around the case method pioneered at Harvard University, is rigorous. Cases are based on actual problems, including those submitted by current and previous program participants. Through the case method, students receive training and practice in making decisions. The students gain improvement in leadership skills through problem-solving simulations, role-playing, group exercises and team building experiences. Through class work, group work, and individual study, students practice strategic analysis daily, until it becomes a natural, ingrained response.

Programs such as the Senior Executive Fellows Program are designed to make the acquisition workforce a better trained, educated and professionally developed unit.

Army Ready for New Web site for Posting Contract Announcements

News release, U.S. General Services Administration, Washington, DC

The web site FedBizOpps (***www.fedbizopps.gov)*** has been designated as the single source for federal government procurement opportunities that exceed $25,000.

Federal agencies have until Oct. 1, 2001 to complete their transition to, or integration with, FedBizOpps. After Oct. 1, all agencies must use FedBizOpps to provide the public access to notice of procurement actions over $25,000. To give the public a period to adjust to the change, notices will be posted on FedBizOpps and published in the Commerce Business Daily from Oct. 1, 2001- Jan. 1, 2002. After Jan. 1, 2002, contracting officers can stop posting notices in the Commerce Business Daily.

By signing up to automatically receive procurement information by solicitaton number, selected organizations, and project service classification, vendors can react more quickly to procurement opportunities because they are better informed. Vendors can also search procurements by solicitation number, date, procurement classification code, and agency for active or archived solicitations.

The FedBizOpps web site provides assistance by e-mail and a toll-free helpline. The site also links to FirstGov.gov, Federal Asset Sales, Federal Commons, Department of Defense Business Opportunities, and the Minority Business Development Agency.

Huntsville wins Project Delivery Team Honors

by Jean Pavlov, Public Affairs

The Spring Valley Project Delivery Team was awarded the 2001 United States Army Corps of Engineers Project Delivery Team Honors Award for outstanding teamwork and effort related to the clean-up of hazardous materials in northwest Washington, D.C. Sherri Anderson-Hudgins, from Ordnance and Explosives (OE) was the leader of the team, which included Kellie Williams and Bruce Whisenant from the Engineering Directorate; Wilson Walters, Chuck Twing, Dave Becker, Richard Byrd, Ken Shott, and Hank Hubbard from OE; and Lisa Parker, Lydia Tadessa, and Saundra Carter from Contracting.

This project required extensive coordination with the District of Columbia government, the U.S. Environmental Protection Agency, individual property owners, local emergency service agencies, and the media. This effort is one of the first to involve the investigation and clean-up of chemical warfare materiel in a residential development.

The award went to the team that developed a project management business process that managed projects of significant scope and complexity with efficiency and effectiveness.

Lt. Col. Torrence gives blood at the Red Cross Bloodmobile for the "Victims of September 11th" blood drive.

Survey

(cont. from front page)

significant increases. This guage is an indicator of how well a group keeps its customers informed.

- A 44 percent return rate on surveys is considered a solid indicator of customer opinions.
- Sixty-five percent of respondents considered the Center better than others providing a similar service or contract.

Leaders

(cont. from page 3)

As we merged with the Senior Leaders Conference, we began to integrate what we learned about ourselves and equate it to supporting the Corps vision. The speakers and activities were top-notch, and the Conference not only gave us time and opportunity, but also encouraged us to meet and share our expectations with the Senior Leaders.

Merging with the Senior Leaders meant an end to smaller team groups, and the exercises and projects were then assigned to our 35-member group as a whole. We were each required to create individual "Just Do It" plans that would address how we would achieve "the Vision" at our respective organizations. These plans were to focus on one of the three strategic areas of the campaign plan: People, Process and Communication.

These individual plans were not just a suggestion. They required a commitment. This marked a slight change from previous Emerging Leaders Conferences. Our group would not just leave at the end of the conference with only the memories. We were being asked to implement our ideas over the next year.

And the work didn't end there! The group as a whole was given a day and a half to find ways to incorporate and present these ideas in a 20-minute presentation. Getting 35 people to agree on issues and get organized in less than two days is certainly a challenge that is sure to bring out some natural leadership (or at least the best and worst in people)! But we persevered and we managed to create both a serious and entertaining presentation to our Senior Leaders.

Our intent was to provide them with innovative ideas and suggestions, combined with our personal "Just Do It" plans. The Emerging Leaders Conference was definitely a worthwhile effort for everyone involved.

On the Conference's closing day, we were asked to use three words to describe our experience. I chose the words "fun", "challenging" and "motivating." The conference is a bit like summer camp (almost every minute of your time is scheduled for work AND for fun), combined with an intense college project.

I plan to encourage employees in every way I can to attend the conference. I previously applied while working at another Corps organization but was not selected. That was several years ago in my career, and I'm happy I tried again based on the experience I've gained and the position I now occupy. The one phrase I kept hearing over and over again was "It's a life changing experience." All I can say is: It is!

PEOPLE

Congratulations to...

Kelsey Marie Elliott, age 4, daughter of **Gina Elliott** from Value Engineering, who was crowned "Little Miss McBurg" at her community's annual Labor Day event.

Greg Broadway, son of **Sue Broadway**, Executive Office, and **Amy Pressnell** who were married on Oct. 6 at Elkton Road Baptist Church.

Karl Blankinship, Ordnance and Explosives Design Center, whose third grandaughter **Jane Ellis Ricketts**, was born on Sept. 25.

Matt Deen, son-in-law of **Judy Griggs** from Small Business, who received a $25,000 grant and a trip to Los Angeles from the Milken Family Foundation. Deen, who teaches at Madison County High School, was one of 120 teachers in 44 states to receive the award this year. He has also been named Madison County Teacher of the Year twice.

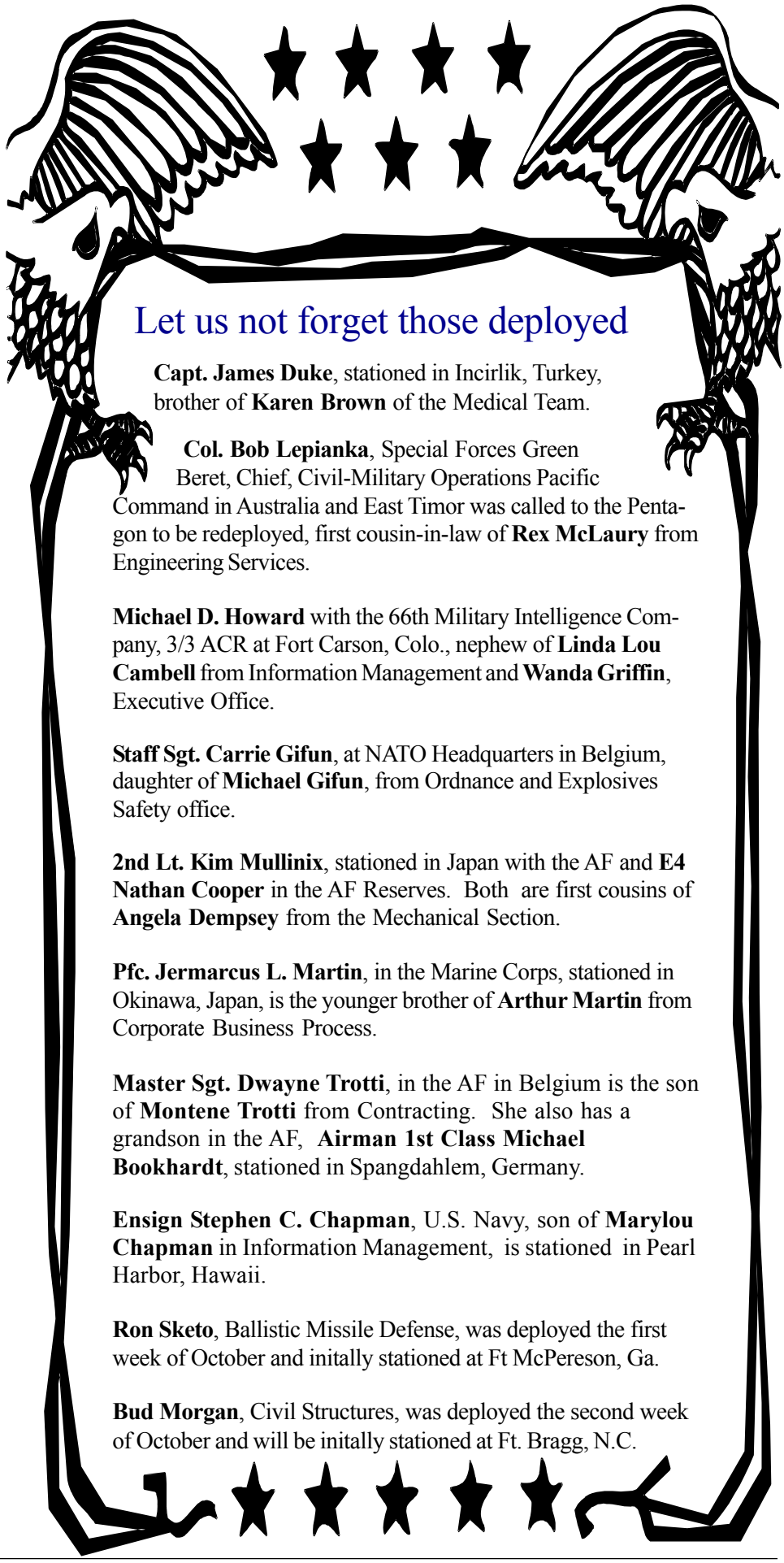
Thanks to...

Officer **Adam Vaughn**, husband of **Rebecca Vaughn** from Contracting, who was one of eight Madison Police Officers sent to augment the New York City Police Department.

PROFESSIONAL

Congratulations to...

Deborah Walker, Environmental Protection and Utilities Branch, who has passed her exam and has become a Certified Hazardous Materials Manager (CHMM) at the Master Level.



Let us not forget those deployed

Capt. James Duke, stationed in Incirlik, Turkey, brother of **Karen Brown** of the Medical Team.

Col. Bob Lepianka, Special Forces Green Beret, Chief, Civil-Military Operations Pacific Command in Australia and East Timor was called to the Pentagon to be redeployed, first cousin-in-law of **Rex McLaury** from Engineering Services.

Michael D. Howard with the 66th Military Intelligence Company, 3/3 ACR at Fort Carson, Colo., nephew of **Linda Lou Cambell** from Information Management and **Wanda Griffin**, Executive Office.

Staff Sgt. Carrie Gifun, at NATO Headquarters in Belgium, daughter of **Michael Gifun**, from Ordnance and Explosives Safety office.

2nd Lt. Kim Mullinix, stationed in Japan with the AF and **E4 Nathan Cooper** in the AF Reserves. Both are first cousins of **Angela Dempsey** from the Mechanical Section.

Pfc. Jermarcus L. Martin, in the Marine Corps, stationed in Okinawa, Japan, is the younger brother of **Arthur Martin** from Corporate Business Process.

Master Sgt. Dwayne Trotti, in the AF in Belgium is the son of **Montene Trotti** from Contracting. She also has a grandson in the AF, **Airman 1st Class Michael Bookhardt**, stationed in Spangdahlem, Germany.

Ensign Stephen C. Chapman, U.S. Navy, son of **Marylou Chapman** in Information Management, is stationed in Pearl Harbor, Hawaii.

Ron Sketo, Ballistic Missile Defense, was deployed the first week of October and initally stationed at Ft McPereson, Ga.

Bud Morgan, Civil Structures, was deployed the second week of October and will be initally stationed at Ft. Bragg, N.C.

CorpsPath integrates Army vision with business processes

Lt. General Flowers has directed that all supervisors and their employees complete a series of automated modules, called CorpsPath, by Oct. 31, 2002.

Described as "the new employee orientation none of us had," CorpsPath integrates values, missions, and beliefs with Corps business processes.

The modules can be completed within 20 hours. There are 14 modules and it should take an average of 20-30 minutes to go though each. Each supervisor will schedule follow-on discussions after everyone in each workgroup has completed a module.

CorpsPath can be downloaded to the computer hard-drive from the Hunstville Center Intranet at https://bbs. By using the Intranet version, information management can verify that employees have completed the module. The Intranet site also allows employees to make comments and pose questions regarding CorpsPath.

Compact disks are being distributed to the field offices. Compact disks are also available from the Public Affairs Office.

OE Team

(cont. from page 4)

with two or more instruments.

With expanding digital geophysical technology, the ordnance detection process depended more on analyzing than on searching, more on high-tech tools than on shovels, and more on expert teams than on individual hunches. The result was fewer false alarms, higher detection rates, less digging, and lower costs. Because successful implementation depended on integrating various technologies, DGM also brought the team approach to the ordnance location process. Under mag and flag, one technician at the site decides whether or not to place a flag in the ground based on a single instrument reading. With DGM, on the other hand, a team of technical experts analyzes data from an array of sources and perspectives—forever changing the ordnance detection process.

When used to its maximum potential, DGM could provide 1000 percent return on investment by reducing the false alarm rate from a 100:1 to 10:1. That means with traditional methods, 100 flagged anomalies are excavated, on the average, for each ordnance item found, but with DGM only 10 anomalies are excavated per ordnance item.

To boost potential, the Huntsville OE Center of Expertise (OE-CX) provided technical guidance and quality and safety oversight to develop implementation procedures and standardize processes as the proof of concept for OE technologies progressed, thereby ensuring that the tools were used correctly to yield accurate and consistent results. DGM potential depends on doing five things right: 1) using the right sensor for the specific conditions; 2) handling the sensors correctly; 3) navigating the site correctly; 4) world-class data manipulation and analysis; and 5) accurate reacquisition of the UXO. Nonstandard execution in any one of those five results in substandard performance. The OE-CX brought standardization to the technology team.

Once innovative technologies were identified and standardized, the Huntsville OE Design Center implemented the lessons learned from prototyping initiatives, bringing technologies into mainstream use through multiple-award indefinite delivery/ indefinite quantity contracts managed by the project teams.

To realize the full potential of OE innovative technology, then, the next step will be streamlining the processes with incentives for contractors through higher profits under fixed-price contracts.

The road to improving the OE detection and location process began with a team's idea about a better way, was fostered through technology demonstrations, standardized through implementing procedures, and mainstreamed through prototyping. From a single technician's hunch to world-class data manipulation and analysis, the innovative application of technology has brought OE detection from the shovel to the computer.

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